

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF EMPLOYEE MOTIVATION ON
EMPLOYEE PERFORMANCE OF
NO (1) FURNITURE FACTORY,
MYANMA TIMBER ENTERPRISE**

MYAT MYAT MYO

EMBA II - 37

EMBA 16th BATCH

DECEMBER, 2019

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ACADEMIC YEAR (2017-2019)

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EMBA - II – 37
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This thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Employee Motivation on Employee Performance of No (1) Furniture Factory, Myanma Timber Enterprise**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

Board of Examiners

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(Examiner)

DECEMBER, 2019

ABSTRACT

This research paper intends to study the effect of employee motivation on employee performance of No (1) Furniture Factory, Myanma Timber Enterprise through identifying the employee perception on intrinsic reward factors and extrinsic reward factors of organization, employee motivation level and their performance. This study covers only 75 respondents who are selected from 92 permanent government employees in No (1) Furniture Factory, Myanmar Timber Enterprise by using simple random sampling method. The results of the study indicate that from the intrinsic rewards, especially achievement, interpersonal relationship and role of employee are positive significance on employee motivation. Additionally, work-life balance is observed as negative effect on employee motivation. Among the six factors of extrinsic rewards, training and career development, organizational leadership are recorded as positively significance, payment is negatively significance on employee motivation. Therefore, it is recommended that it should emphasis on achievement, interpersonal relationship and role of employee practices among intrinsic rewards and training and career development and organizational leadership practices among extrinsic rewards should be paid more attention to increase employee motivation. The study also finds that intrinsic rewards strongly effect on employee motivation. The results also highlights that employee motivation has also significant effect on their performance. Therefore, the study suggests that No (1) Furniture Factory should provide increase on intrinsic motivation in order to enhance employee performance.

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CHAPTER 1

INTRODUCTION

Even within the twenty first century motivation plays a key role in worker job performance. In any organization such as government or private employees would most often fulfill their organizational goals with help of their authority.

Employee motivation is incredibly necessary for organizations as each concern needs physical, money and human resources to accomplish the goals. It's through motivation that the human resources are utilized by creating full use of it. This could be done by building disposition in workers to figure. This can facilitate the enterprise in securing absolute best utilization of resources. It results into increase in productivity, reducing price of operations, and rising overall efficiency.

The public administration conception of the relationships between motivation and performance within the public sector is typically supported the thought that people who add the general public sector have some specific characteristics as a result of the means publicly sector works is incredibly completely different with the personal sector employees. An understanding of the fundamental human want is very important for effective worker motivation within the geographic point and additionally for effective management and leadership.

This study is to inquire that what reasonably factors influence government worker motivation in No (1) Furniture Factory and finding up to that extent motivation affects the employee performance.

1.1 Rationale of the Study

Forests are essential resources for the development of national economy as well as the protection of natural environment. The development of Wood-Based Industry is a fundamental to increase production and export of Secondary Process Wood Products .The Wood-Based Industry Department is implementing Joint Production Scheme to encourage the Wood-Based Sector.

Today, both public and private sectors are actively synergized and have successfully manufactured and exported Secondary Process Wood Products. Therefore, public and private alike who are serving the national economy by keeping the forest resources sustained and natural environment intact, are urged to endeavor relentlessly for the development of Wood-Based Industry in Myanmar by applying acquired experiences and relevant technology respectively.

No (1) Furniture Factory in Wood-Based Industry that is able to acquire, develop, stimulate and keep outstanding workers will be both effective and efficient. No(1) Furniture Factory is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance. This thesis aims at finding theoretical factors that can help public sector managers to motivate their employees.

1.2 Objectives of the Study

The objectives of the study are as follows:

- (1) To analyze the effect of intrinsic rewards and extrinsic rewards on employee motivation of No (1) Furniture Factory at Myanmar Timber Enterprise.
- (2) To analyze the effect of employee motivation on employee performance.

1.3 Scope and Method of the Study

This study covers only 75 among the 92 permanent government employees in No (1) Furniture Factory, Myanmar Timber Enterprise. The 75 employees are selected by using simple random sampling method. (Rao soft , 2004) .

Analytical method is used in this study. Primary data is collected from survey with structured questionnaires. Secondary data's are taken from records of No. (1) Furniture Factory, relevant texts, document analysis, which includes international research papers, MBA thesis, journals, articles and websites to get a better understanding of the research findings.

1.4 Organization of the Study

This study is mainly focused and divided in five different chapters. Chapter one represents introduction of the study and it includes rationale of the study, objectives of the study, scope and methods of the study and organization of the study. Chapter two is about the theoretical background concerned with extrinsic & intrinsic rewards, motivation, and job performance of employees. Chapter three is profile and rewards of No (1) Furniture Factory. Chapter four represents the analysis on motivation and employees performance of No (1) Furniture Factory, MTE. Chapter five covers the conclusion that is described by the findings and discussions, suggestions, recommendations and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter mainly presents about theoretical background of this study. In this chapter, the theories and definition of motivation, rewards and performance and factors influencing employee motivation and the relationship between intrinsic and extrinsic reward and motivation and the relationship between employee motivation and their performance are included. Then it is followed by the conceptual framework of the study.

Every individual in an organization is impelled by one thing totally different. Organizations during this dynamic globalized world are endlessly making an attempt to develop and inspire their staff to assist reach increased performance with numerous Human Resource applications and practices.

Reward management system is that the extremely used follow for the enterprises to attain the specified goals (Güngör, 2011). According to a study conducted by Grant (2008), motivation imposes worker outcomes for example performance and productivity.

Grant conjointly established that impelled staff are a lot of orientating towards autonomy and are a lot of self-driven in distinction to less impelled staff. Further, impelled staff are extremely engaged and concerned in their work and jobs and are a lot of willing to require responsibilities (Kuvaas & Dysvik, 2009).

2.1 Rewards

Employees international organization agency unit effective and economical unit likely to be restricted if they are not impelled performing. Mendonca, (2002) said that the reward and compensation system that is supported the expectation theory, that means that staff unit loads of likely to be impelled to perform once they perceive there's a durable link between their performances and conjointly the reward that they receive. Guest, (2002) thought that reward is one in every of the keys that encourage staff to perform clearly. The reward are going to be inside the fashion of cash, recognition. The reward are going to be inside the fashion of cash, recognition and praise or a combination of every.

Reward is going to be generally classified in to a pair of groups specifically, intrinsic rewards and extrinsic rewards. Extrinsic rewards square measure sometimes

money or tangible rewards. Ajils (1997) delineated that intrinsic rewards unit inherent inside the duty itself which the individual enjoys as results of successfully finishing the task of accomplishing employee goal. Ajils any explained that inessential rewards unit those external to the task of the duty like pay, work condition, fringe advantages, security, promotion, contract of service, and also the work setting. Yapa (2004) classified pay, promotion, social rewards, status, and fringe advantages as accidental rewards and responsibility, accomplishment, autonomy, personal growth, challenge, complicated work and feedback characteristics of the duty as intrinsic rewards.

2.1.1 Intrinsic Reward

An intrinsic reward is fulfilling employee's intrinsic factors or motivators and so motivates him. Examples include; giving powerful task, involving in higher cognitive {process} process, giving a better rank in hierarchy etc. of these rewards don't needed to possess enlarged wage in addition and employee is additionally performing at higher management rank whereas not an increase inside the payment and still loads of impelled . Nelson (2004) notes that "praise and recognition are the foremost economical intrinsic reward that enhances employee's performance". Author et al (2007) see "intrinsic reward as a tool that motivates staff to perform as expected". assailant Associate in Nursing national (1992) printed intrinsic rewards as the" psychological reward that is veteran directly by an employee .As the researchers, international paper pointed out that many intrinsic reward factors influencing employee motivation, in this study, intrinsic motivational factors includes:

- (1) Commitment- That bring employees to undertake actions for the sake of the group or organization regardless of personal benefit.
- (2) Responsibility- Participation involves consulting it people on work-related matters and allowing lower level employees to actively take part in manager's decision making process.
- (3) Recognition- The employees should be praised and recognized for their accomplishments by the managers. Positive and constructive feedback boosts and employee's morale and keeps them working in the right director.

- (4) Achievement- Making sure employees are in the proper positions to utilize their talents may enhance motivation. Once employees are within correct role and feel a sense of achievement and challenge, their skills are going to be in line with the goals best suited to them. The importance of the sense of feat as a behavioral driver.
- (5) Interpersonal Relationship- The employee's relationship with his co-workers, superiors and subordinates should be suitable and acceptable. There should be no conflict, no discrimination and no humiliation element present. Moreover, when people are allowed to develop work relationships they care more about pulling their own weight and not letting co-worker down.
- (6) Work Itself- The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.
- (7) Role of Employee- The employees play an important role in deciding the culture of the workplace. Their behavior, attitude and interest at the workplace form the culture. A motivated and a happy employee would promote a healthy culture at the work as compared to an unsatisfied employee.
- (8) Personal Growth- Provide employees with opportunities to prepare for future position. By that, employees gain new views and priceless experience, which may open up career doors upon come.
- (9) Work-Life Balance- The delicate balancing act that its employees perform between their personal life work lives. Policies that respond to common personal and family needs can be essential to maintaining satisfaction at work.

2.1.2 Extrinsic Reward

An extrinsic reward actually fulfills staff inessential factors or hygiene factors and so do not let him begin pondering exploit the organization. Ahmed (2009) suggested that there is very important relationship between reward and recognition severally, put together motivation and satisfaction. Carraheret al (2006) advocate that there have to be compelled to be an honest inessential reward system to retain the high performers inside the organization and reward have to be compelled to be connected with their productivity. Another incontrovertible fact that may be discovered from the upper than discussion And

examples is that intrinsic rewards unit for the most part qualitative in nature and cannot be quantified as an example loads of respect, recognition etc. Whereas inessential rewards unit loads of a quantitative in nature. In this study, extrinsic motivational factors include:

- (1) Training and Career Development- Training plays a vital role in motivating employee and preventing them from failing, due to a lack of abilities. Manager should provide employees with as much training as possible in order to increase their competencies and chances of doing a successful work.
- (2) Payment and Incentive- The salary, bonus and incentive structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same business.
- (3) Working Environment- The working instrumentality ought to be safe, clean and hygienic. The work equipment should be updated and well maintained.
- (4) Promotion Opportunity- There must be growth and advancement opportunities in an organization to motivate the employee to perform well.
- (5) Organizational Leadership- Leader and follower employees raise one another to higher levels of morality and motivation. In leadership behavior, motivation is purely and simply. It seems from wanting to do what is right for employee as well as the organization.

2.2 Motivation

Motivation is essentially meant to facilitate behavioral alteration. It's a force that permits a personal to act inside the direction of a specific objective. In line with the study of Grant (2008) prevailed employee motivation; motivation forced such result as productivity, performance and persistence (Grant, 2008). in line with the studies of (Ryan and Deci, 2000; Thomas, 2002, as cited in Grant, 2008); impelled staff square measure a lot of orienting towards autonomy and freedom and square measure a lot of self-driven as compared to less impelled staff that result in availing biological process opportunities a lot of properly. Equally worker commitment with their work and jobs may well be a large amount of, if they're impelled as compared to less impelled staff (Guay et al., 2000; Vansteenkiste et al., 2007).

Topic of motivation may be a heap of mentioned inside the topic of structure behavior that contains a selection of models and theories relevant to motivation. Development and growth of staff is considerably targeted. In line with Maslow, Alderfer, McClelland, Hackman and Herzberg; the growth is most powerful incentive for people who exploit the potential of staff. It's found that a plain link exists among worker motivation and their satisfaction with the roles and conjointly to structure commitment (Basset-Jones and player, 2005; bird genus et al., 2004). Worker motivation is most vital part for all organization to attain action weather these unit public or personal (Chintallo & Mahadeo, 2013).

2.2.1 Motivation-Hygiene Theory

This theory considers two factors: motivation and hygiene. Motivation factors embrace receiving recognition permanently efforts, enjoying work and having a career path. Hygiene factors include salary, benefits and relationships with co-workers and managers.

Frederick nuclear physicist studied the factors within the work setting that caused satisfaction and discontentedness among the staff. Herzberg interviewed many staff concerning times once they were extremely actuated to figure and different times once they were discontent and unprovoked at work.

Herzberg was finding the factors that causing job satisfaction were different from those causing job dissatisfaction and they cannot be treated as opposites of one another (Herzberg, 1966). Herzberg argued that 2 entirely separate dimensions contribute to associate employee's behavior at work: hygiene factors and motivators. Hygiene factors consult with the presence or absence of job dissatisfies. When hygiene factors are reduced, work is dissatisfying. They think maintenance factors are necessary to avoid dissatisfaction but they do not themselves contribute to the job satisfaction and motivation of personnel. That is, they solely maintain workers within the job. In line with Herzberg's read, unsafe operating conditions or a loud work setting can cause workers to be discontent with their job however their removal won't result in a high level of motivation and satisfaction. Some other samples of hygiene factors square measure pay, status, security, oversight, company policy etc.

On the other hand, motivators, leading to job satisfaction, are associated with the nature of the work itself. Herzberg argued that once motivator's square measure absent, staff square measure neutral towards work, but when motivators are present, workers are highly motivated to excel at their work. Based on the arguments of the theory, adequate hygiene factors should be provided to meet the basic needs of employees and to prevent dissatisfaction with the job. In addition to this, motivators that are intrinsic to the work itself should be integrated to the process to meet higher level needs and drive employees towards greater achievement and satisfaction (Grant, 2008).

2.3 Performance

The performance of employee contains the quality and quantity of output, presence at work, accommodative and supportive nature and timeliness of output. Organizations are able to use direct bonuses and rewards based on individual performance if the performance of employee is noticeable (Yang, 2008; Rizwan et al., 2013).

Bishop (1987) investigated the performance of employee and revealed that acknowledgment and recognition and reward of performance of employees directs the discrimination between employee productivity. Employees' morale and productivity is highly influenced by the effectiveness of performance of an organization and its reward management system (Yazıcı, 2008; Rizwan et al., 2013).

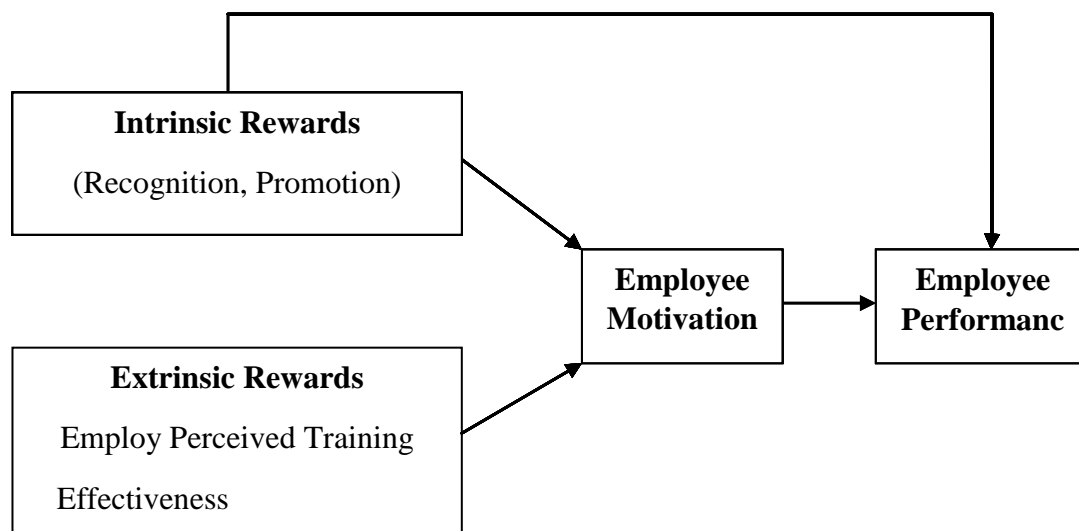
The relationship between the performance of employee and reward system is best explained by the "path-goal model". In this model, if an employee observes high productivity as a path escorting to the accomplishment or more personal goals, employee will be inclined to produce high. In contrast, if employee observes low productivity as a path to the accomplishment of personal goals, employee will produce low.

2.4 Empirical Studies of Factors Effecting the Employee Motivation and Performance

This study mainly based on previous research paper. This previous research was a study about the factors affecting the employee motivation and employee performance in Pakistan. The previous research framework starts from the independent variables of this research which are intrinsic rewards (recognition and promotion) and employee perceived

training effectiveness then to the dependent variables employee performance. The conceptual model of this previous research paper was illustrated in Figure (2.1)

Figure (2.1) Conceptual Framework of Muhammad Rizwan



Source: Rizwan (2014)

From the conceptual model above the factors that affect employee motivation are triggered off by mostly intrinsic rewards and extrinsic rewards. According to the framework, intrinsic rewards factors (recognition, promotion) and employee perceived training effectiveness are the factors that influence on employee motivation and there is also a relationship between employee motivation and employee performance. The framework is about the factors influencing on employee motivation and the relationship between motivation and employee performance at Government School in Bahawalpur, at Pakistan

2.4.1 Relationship between Rewards and Motivation

Employee performance plays crucial role in an organization's performance. Further, in performance and growth of organization, rewards employees play an important role (Aguinis, 2012). Rewards are focal device to improve motivation among employees and no organization can imagine reaching their goals and objectives without motivating their employees (Kumari, 2014). Baron (1983) posits that when we recognize and reward the employees in terms of their identification, their working capacity and performance is very high. Reward schemes square measure designed to boost company

performance by positioning the interests of workers with the money performance of their corporations (Chin-Ju, 2010). Reward is a system (e.g. Bonus and profit sharing) that contributes to performance by linking the interests of employees to those of the team and the organization, thereby enhancing effort and performance (Armstrong, 2007).

Freedman (1978) as cited in (Beer and Walton, 2014) is of the view that when effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivates employees to excel in their performance. The level of employees' motivation increases when employees get an unexpected increase in recognition, praise and pay (Dubrin, 2012). One valuable reason for recognizing employees is that studies show that people who feel appreciated are more positive about themselves and their ability to contribute, i.e., employee recognition can boost productivity and increase job satisfaction (Hansen, Smith, and Hansen, 2012).

2.4.2 Relationship between Motivation and Performance

In today's business world with quick changes happening all around, it's become even a lot of necessary for managers to encourage their employees and facilitate their employees in optimizing their performance. Besides, analysis and observation proves that actuated workers square measure a lot of artistic and productive within the work place.

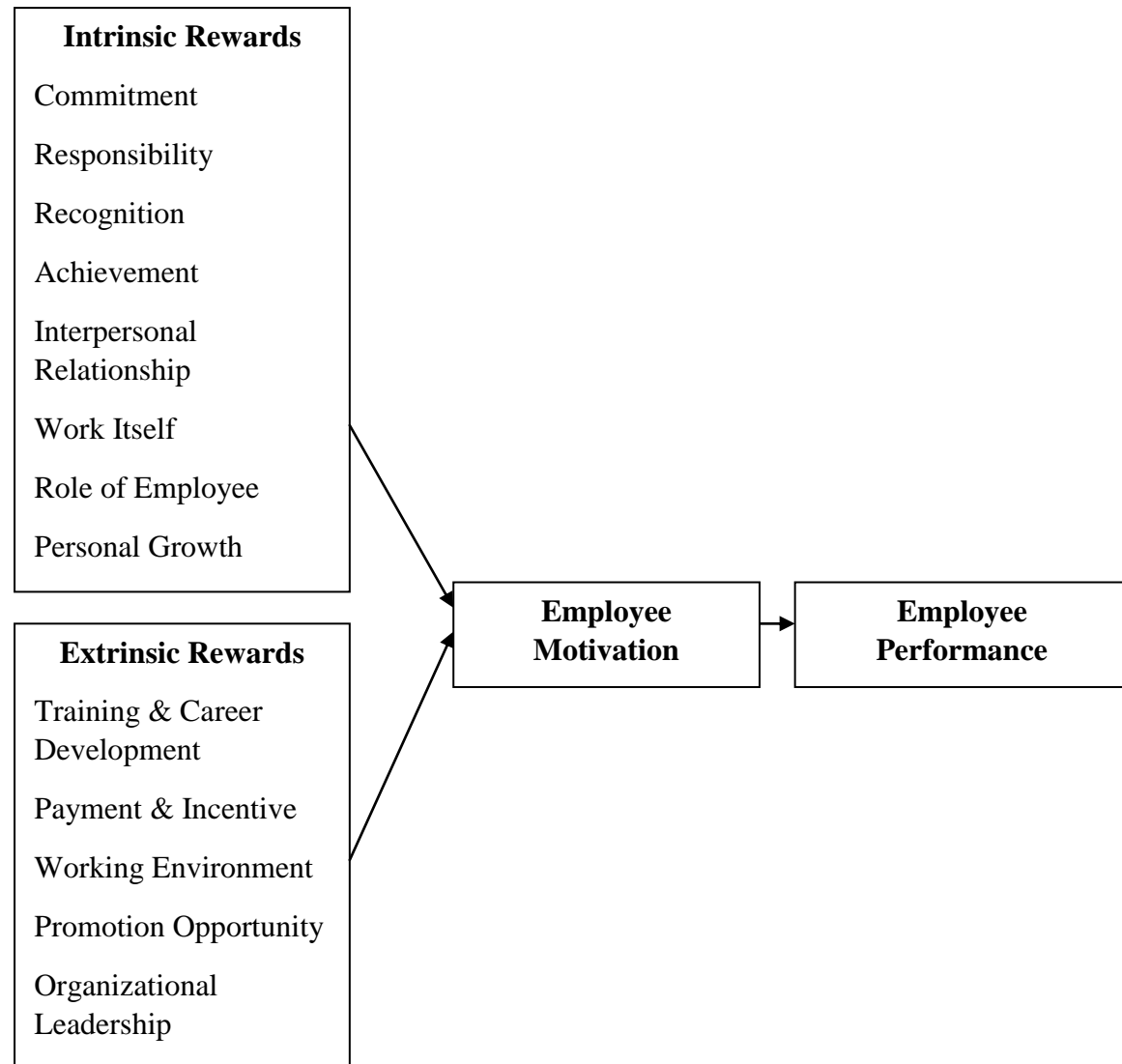
Herzberg's theory is especially useful because it discussed the importance of providing an honest working environment and to a particular degree highlighted the importance of an honest working environment in achieving a far better performance from employees. Herzberg's work categorized motivation into 2 factors: motivators and hygiene (Herzberg, Mausner, & Snyderman, 1959).

2.5 Conceptual Framework of the Study

Through the study of previous research, intrinsic rewards factors (such as commitment, responsibility, recognition, achievement, interpersonal relationship, work itself, role of employee, personal growth and work-life balance) and extrinsic rewards factors (training and career development, pay, incentive, working environment,

promotion opportunity, organizational leadership) are formulated in order to suit into this study. The conceptual model of this study is shown the Figure (2.4)

Figure (2.2) Conceptual Framework of the Study



Source: Own Compilation (2019)

According to the conceptual framework, intrinsic rewards factors (commitment, responsibility, recognition, achievement, interpersonal relationship, work itself, role of employee, personal growth, work life balance) and extrinsic rewards (training & career development, payment , incentive, working environment, promotion opportunity, organizational leadership) are the factors that influence on employee motivation and there

is also a relationship between employee motivation and employee performance. The framework is about the factors influencing on employee motivation and the relationship between employee motivation and employee performance in No (1) Furniture Factory, Wood-based Industry.

CHAPTER 3

PROFILE AND REWARDS OF NO (1) FURNITURE FACTORY

This chapter is arranged into four sections. The first section introduces about the background history of Myanmar Timber Enterprise and No (1) Furniture Factory's rewards system. In the second section, examines the demographic factors of respondents and is showed with number of respondents and percentage. The third section, reliability analysis is presented. Then the last section explores the factors that affect the employee motivation and performance is represented with mean scores based on the findings.

3.1 Background of Myanma Timber Enterprise

In Myanmar, scientifically administrative timber system had been introduced by Dr. Dietrich Brandis from Germany since 1856. With this appointment, scientific management under the Myanmar selection felling system becomes a solid foundation for today's sustainable yield forest management practice. Thus by 1855 when all the forest of Myanmar came under the control of the British, uncontrolled exploitation of the valuable forest were timely checked.

From 1856 to 1939, the extraction of timber and timber business was controlled by British companies, such as (1) T.D Findlay and sons (2) Bombay Burma (3) Steel Brothers (4) Macgregor, and (5) Foucar. The Myanma Timber Enterprise (MTE), originally named State Timber Extraction Organization, was formed by the union of Myanmar soon after the country attained independence in 1948.

After independence, the president of the union of Burma, under 'State Timber Board Order, 1948' pugliwh3e in the ministry of Agriculture and forests Notification No.135, dated the 5th April 1948, constituted the state Timber Board (STB) with the order to take effect from 10th April 1948. The 'State Timber Board Order, 1948' was for the purpose of managing and controlling the extraction, conversion and marketing of forest produce. It was more an act of expediency for the government to take over all the assets and liabilities of the Timber project Board in the shortest time as possible.

The state Timber Board was empowered to undertake commercial exploitation of teakwood starting from extraction to processing and marketing in all forms. It becomes a

statuary board under the said act of 1952. For non-teak hardwoods, established private Myanma Timber Businessmen were granted license to extract under contract. In milling and processing of hardwoods, local saw millers were issued permits for operating the mill on yearly basis.

In 1963, hardwood marketing was brought under state control and in 1965, all private owned sawmills were nationalized. Thus the entire timber business in Myanmar, teak as well as non-teak hardwoods, become the monopoly of the state Timber Board. With the process of nationalization, from 8 teak sawmills, 5 hardwoods sawmills, 3 plywood factories and a furniture factory, the magnitude of activities under the state Timber Board grew to nearly 100 factories and mills.

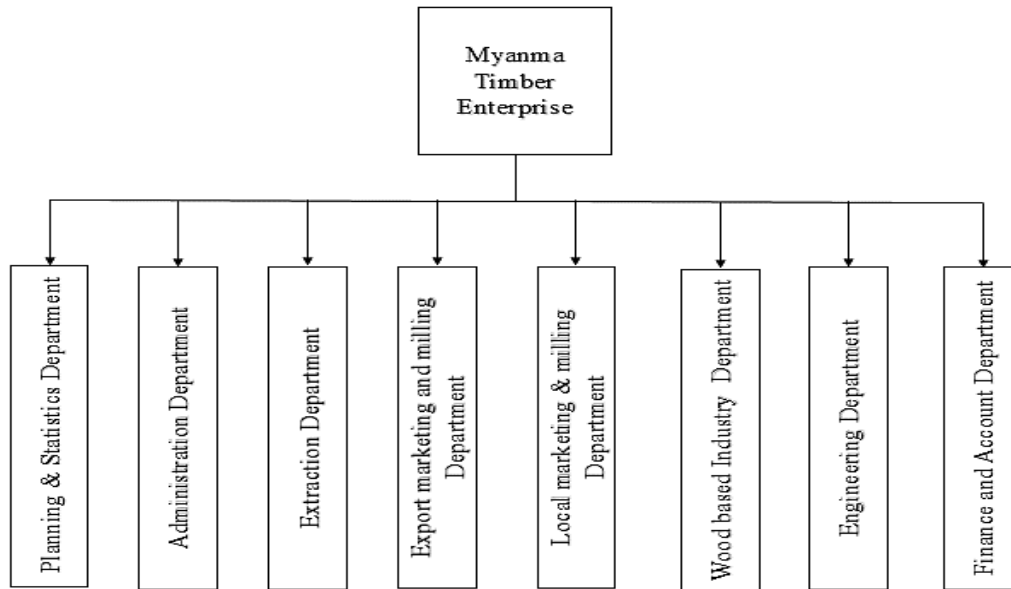
In 1974, the State Timber Board was reorganized under the socialist economy and renamed Timber Corporation. Under this system the organization was enlarged and direct control of the functions of the four major department's viz-Extraction, Milling/Marketing of the 14 states and divisions. Milling and marketing of teak and export business were retained by headquarter in Yangon. Then in 1989, with decentralization and the change to market oriented economy, the Nance of the organization was change to Myanmar Timber Enterprise and reformed again to be compatible with the new economic policies.

3.1.1 Organization Structure of Myanma Timber Enterprise

Myanma Timber Enterprise is one of the five major Department under Ministry of environmental conservation and forestry. Myanma Timber Enterprise is composed by eight departments and each department is led by a General Manager.

- (a) Administration Department
- (b) Planning and Statistics Department
- (c) Extraction Department
- (d) Export Marketing and Milling Department
- (e) Local Marketing and Milling Department
- (f) Wood Based Industries Department
- (g) Engineering Department
- (h) Finance and Accounts Department

Fig (3.1) The Organization Structure of Myanmar Timber Enterprise



Source: Myanmar Timber Enterprise Record (2019)

In Myanmar Timber Enterprise, the eight department including Planning and Statistics Department, Administration Department, Extraction Department, Export Marketing and Milling Department, Local Marketing and Milling Department, Wood Based Industry Department, Engineering Department and Finance and Account Department. Among them, Extraction Department, Export Marketing and Milling Department, Local Marketing and Milling Department, Wood Based Industry Department, Engineering Department are operation pillars while the rest are supportive ones.

Among them, Implementation of administrative matters concerning the over thirty thousand strong work force of MTE is conducted in Administration Department. In Planning and Statistics Department, the following are implemented- Co-ordination of annual plans for extraction, production and marketing of timber products, verifying justifiability of current budget requirements, co-ordination capital equipment and budget requirements, scrutinizing proposals for implementation of projects and foreign investments. Harvesting rafting and over land transportation of teak and other hardwoods

from forest to depots, mill and wood-based industries are performed in Extraction Department. In Export Marketing and Milling Department: Export of teak logs and rough sawn timber and hardwoods. To attain an annual export earnings of about us \$300 million. Main proceeds are from sale of about 80% in log form and the rest in rough sawn and value added products.

Local Marketing and Milling Department that is operated by eighty hardwoods saw mills all over the country also distribute the product in local market. Engineering Department undertake maintenance and repairs of logging machine and equipment and those of saw mills and wood industries , Coordinate with all the departments under MTE for procurement and provisioning for spares and direct production stores ,operate base work ship, static workshops, filed shops and marine dockyards, give training and upgrading of technical staff, furnishing technical advice ,coordinate with departments for current and capital budget requirements and control the current income , expenditure and investment transaction which are undertaken in Finance and Accounts Department.

3.1.2 Wood-based Industries of Myanmar Timber Enterprise

Myanmar has been endeavoring to sustain the valuable forest resources which are a pillar of national economies for a long time. It had been intended not only to protect the forest resources and natural environment but also utilize them effectively while implementing the major tasks of Myanmar forest policy.

Myanmar Forest Industry since it activates market intelligence and sales promotion aiming at the development of Wood-Based Industries. Wood-Based Industry Department is under control of Export Marketing and Milling Department, MTE until 1999. In July 1999, the Ministry of Forestry approved the establishment of Wood Based Industry Department. It is organized with eighteen factories. They are four plywood factories, a veneer plant, three molding factories and ten furniture factories, engaging in downstream wood processing activities.

WBI Department JPS at encourage the wood-based sector. JPS aims at improving the quality and productivity of value-added products, export marketing and earning FE currency. Both MTE and Joint Production companies are carrying out under respective

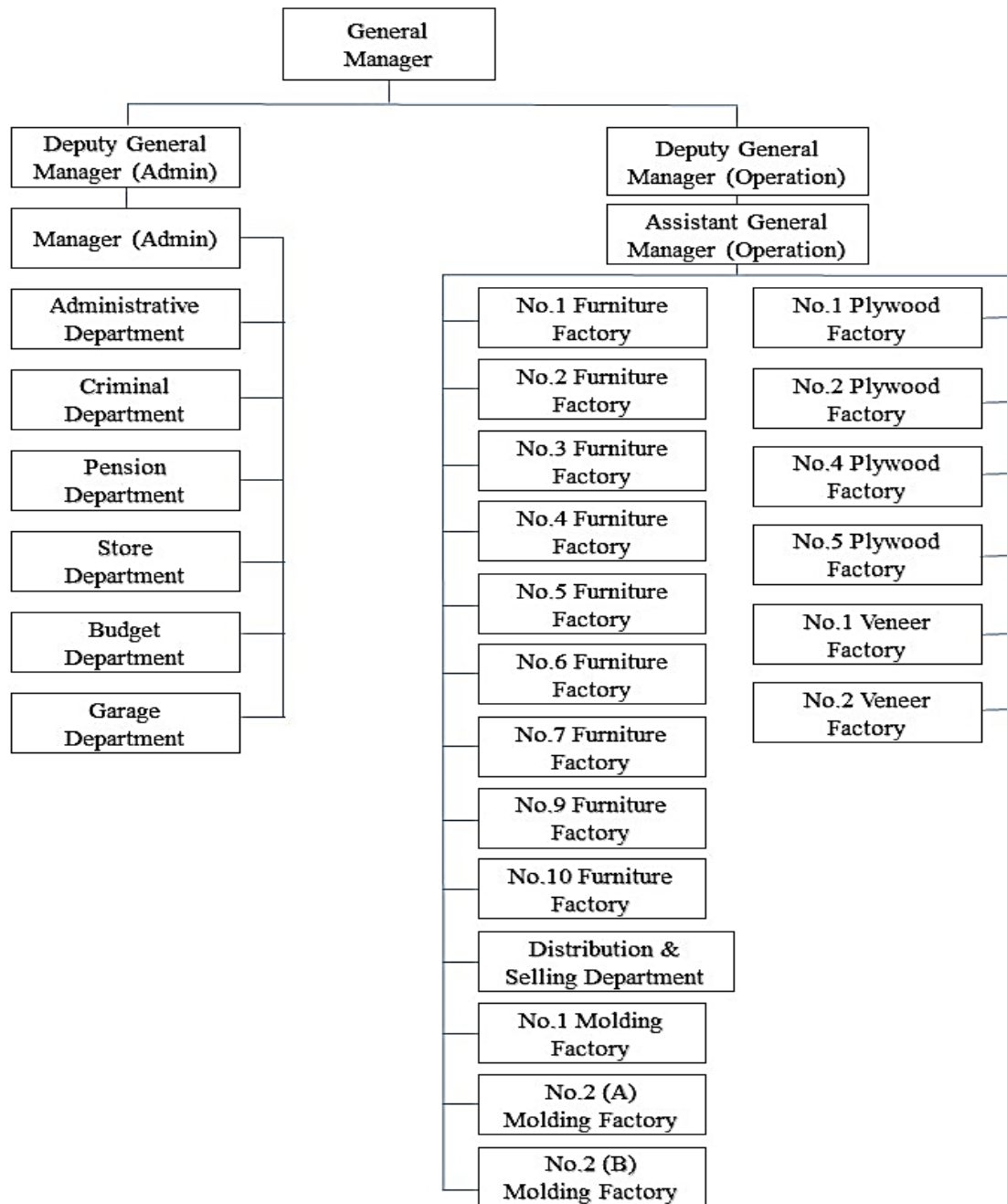
obligations. All the factories under WBID are found to be fully developed into Joint Production in 2006.

According to the resolution of the Management Committee Meeting (40/2004) of MOF, held to 10th December 2004, the supporting committee for development of WBI was formed. The aims and responsibilities of this committee have been laid down especially in developing WBI in Myanmar, performing from raw materials to final products job. Formerly, the WBI produced only normal value-added products. But nowadays, WBI is able to expand not only varieties of products but also export marketing, as a result of joint production scheme by supporting raw material supply and facilitating marketing of finished product. Moreover, the Myanmar Timber Enterprise have established three wood-based industrial zones at (1) South Dagon, Yangon (2) Wataya , Shwe Pyi Thar Township, Yangon and (3) Amarapura near Mandalay.

3.1.3 Organization Structure of Wood-based Industry Department

Wood-base industry Department led by a general Manager operated with plywood factories, veneer factories, molding factories and furniture factories. The organization structure is as follow: (Figure 3.2)

Fig (3.2) The Organization Structure of Wood-based Industry Department



Source: Myanmar Timber Enterprise Record (2019)

3.1.4 Background History of No (1) Furniture Factory

In 1920, A Factory was founded by the Forest Department to make research to produce apart from teak furniture, make the hard wood furniture. In 1922, constructed the

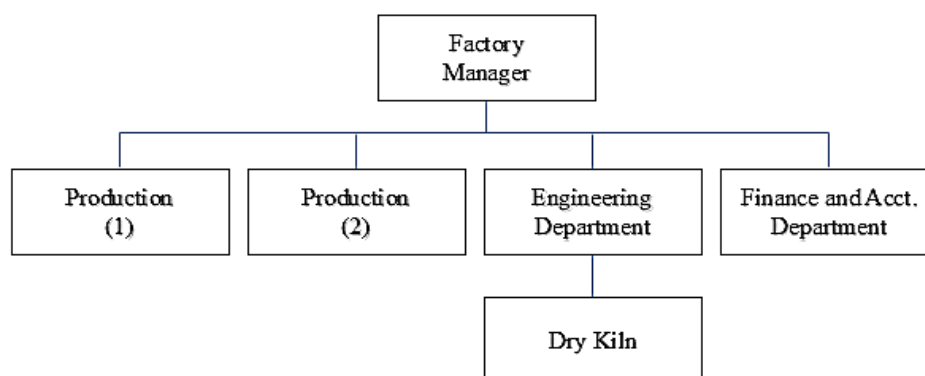
Drying Kiln. The furniture market is widely year by year; in 1962 furniture factory No.1 is transferred from forest Department to Myanma Timber Enterprise (once STB state Timber Board.)

The original name of the factory is Forest Industries Department (FID), but in 1965 the name is changed to Furniture Industries Department (FID) according to the nature of operation. After 1980, the log sale reduced and increases to produce value added products, whilst the factory area also increases. The area of factory is (15.79) acres (6.39) Hectares. In 1988 the organization of the factories composed again and No.1, 2 and 3 Furniture factories appear separately. So, FID is composed by No.1, 2, and 3 Furniture factories at Ahlone Township, Yangon. On December 15th 2018, No.1, 2, and 3 Furniture factories were transferred to near Ngapa Village, Thanlyin Township in Yangon. The factory has produced the various kinds of Domestic Furniture, Garden Furniture and Finger Joint strips and produce value added products.

3.1.5 The Organization Structure of No.1 Furniture Factory

No (1) Furniture Factory operated by leading with a factory manager. There are four main sub-department such as production (1), production (2), Engineering Department, and Finance and Account Department (4). These departments are illustrated by Fig (3.3)

Fig (3.3) The Organization Structure of No. (1) Furniture Factory



Source: No. (1) Furniture Factor Record (2019)

3.2 Human Resources Management Practices of the No (1) Furniture Factory

According to the organization structure of No.1 Furniture Factory, there are 92 government employees including officer worked at the factory manager office, production section, engineering section and finance section. As for gender distribution of the No.1 Furniture Factory, the male workers are 55 (at 59.7%) and female workers are 34 (at 36.9%). Most of the female workers work at administrative sector and cane section detailed of employees or total labor force and age distribution are shown as tables.

Table (3.1) Human Resources in No.1 Furniture Factory

No	Ranks	Set up	Actual Strength			Vacancies
			Male	Female	Total	
1	Officer	4	1	2	3	1
2	Staff	347	55	34	89	258
Total		352	56	36	92	260

Source: Survey data (2019)

According to the Table (3.1), management level (officers) mostly fulfills set up. Employees of the operational level occupy only (25.64%) of the set up. There are employee vacancies of 258 at the operational level. So we considered employee's shortage. Public sector claim be struggling more to hold on to employees than any of the other sectors. Not only is that, also in the field of recruitment, a high proportion of these organizations still experiencing difficulties.

Table (3.2) Age Distribution of Employees by Gender

Age Years	Male	Female	Total
<35	-	1	1
35-45	24	17	41
45-55	25	12	37
>55	7	6	13

Source: Survey data (2019)

According to the Table (3.2) Age Distribution of workers by gender, (35-45) year old and (45-55) years old make up the most strength in our factory. Concerning worker's

age, it is found that under 35 years of age is only one percentage of the total and we can face generation gap problems.

3.2.1 Safety and Health in Wood-Based Industry

These are safety and health detail programs for supporting of employees at No (1) Furniture Factory.

3.2.1.1 Safety Programs

Managers are most exempt from acting within the law. As a result, they must ensure that the physical working conditions in their organizations meet the minimum standards of the law.

The cause of an accident can be generally classified as either human or environmental. Human causes are directly attributable to human error brought about by carelessness, intoxication, daydreaming, in ability to do the job or other human deficiency. Environmental causes, in contrast, are attributable to the work place and include the tools, equipment, physical plant and general work environment. Both these sources are important, but in terms of numbers, the human factor is responsible for the vast majority of accidents. Managers should prevent accidents with these measures and implemented these matters. Such as education, skill training, engineer, protection, regulation enforcement.

3.2.1.2 Health Programs

Concerning health program, wood based industry factories are member of the Social Society Board, under Ministry of Labor. SSB provide a medical unit to service the needs of employees. These units are available to deal with illnesses or injuries incurred by workers on the job. Additionally, they often provide physical examinations of new employees, and they work closely with those directly responsible for safety in the organization.

3.2.2 Reward Program

Production Volume Incentive Money, Shipment Container Incentive Money and Overtime Wages are discriminated categories of cash incentive (production volume). Production Volume Incentive Money means the incentive for the production volume within a month. Shipment Container Incentive Money means the incentive money awarded for shipment container quantity and Overtime Wages must be given for over hour at extra working hour within Monday to Saturday.

3.2.3 Bonus and Incentives

In addition to the base pay many organizations pay bonuses or incentives. Bonuses may be paid for any reason which may not be related to performance, e.g., an automatic Christmas bonus, whereas incentives are really intended to encourage better performance, although the two terms are often used interchangeably. The types of incentives and bonuses available vary considerably and some of the main ones are described briefly below.

Staff who are not permitted to be paid incentive money (attendance)

- (a) Staff although they are on assignment at the mill and getting the salary, they are being attached to other departments to serve.
- (b) The incentive money awarded the working days of a month, the staff who are absent from work three days and above in a month will not be awarded the incentive money for this month. The absence from work includes variety of leaves and other absent days.

3.2.4 Training and Development Programme

The training and development of employee does not happen in isolation and is linked in some way with all aspects of human resource management. Effective performance will depend on post holders who are not only being clear about their objectives but also being fully trained the safety of employee, especially in an industrial environment, is crucially dependent on their being trained in safe methods of working which in turn will reduce accidents, time off and improve productivity. Any training

provided is based on a systematic analysis of its contribution to the effectiveness of the organization. There are 3 training school, administered by Myanma Timber Enterprise.

(a) Training School No (1)

The school was established in 1980 at Nanchun. The average intake for one training course is about 20-25, and round 7 courses, focusing on timber harvesting, are usually conducted each year.

(b) Training School No (2)

The school was established in 1963 at Pyinmana. The average intake for one training course range between 25 and 30. About seven courses are organized every year. Truck driving and handling and repairing different types of machineries and equipment are the main subjects.

(c) Training School No (3)

The school was founded in 1969 at Ahlone Township, Yangon. Seven courses related to timber trade, marketing and management are annually conducted. The average intake is about 25 and course duration is about 5-6 weeks. The main objective includes equipment installation in wood based industries, milling and marketing and saw waste management, among others.

WBI Department provides a variety of training programs to its staff, short-term or long-term, spare-time or fulltime training and seminars of different kinds. Through various channels it keeps sending its staff abroad in a planned way either for on job training or advanced studies. In Myanmar timber enterprise training school follows a quite strict “screening” and “award and penalty” system to bring staffs enthusiasm into full play. Job assignment and promotion are based on professional experience, capability and performance.

Myanma Timber Enterprise sending the trainees to foreign training courses and workshops. Most of these training deal wood processing, the study of advanced technologies and machines, timber marketing, forest management and training courses on environmental management and rural development.

Myanma Timber Enterprise should send managerial staff to seminars workshops, short-term a few days courses, locally and abroad. In middle level management (line manager), trainings are needed to achieve higher level of efficiency. The age, knowledge

and experience of the trainees are also of crucial importance. Before formulating any training program it is necessary to be clear about the required outcomes.

No.1 Furniture Factory has a chance how to develop its employee. Factory has a plan to train the new staff and new employee when someone is engaged with a new assignment (or) new responsibility when his present knowledge and technology become old fashioned. Training school can change that old idea. No.3 Training school programs are shown in following Table (3.3).

Table (3.3) Training Programme of Training School No.3, for the Year 2018 – 2019

Sr.No	Type of Training	No.	Duration	Department
1	Electrician grade (4)	20	(3) Weeks	Engineering Dept.
2	Filter grade (4)	20	(3) Weeks	Engineering Dept.
3	Veneering Operator Cert. (1)	20	(4) Weeks	WBID
4	Cabinet Maker Cert. (1)	20	(4) Weeks	WBID
5	Wood Saw Operator Cert. (1)	20	(4) Weeks	Local, Exports WBID Dept
6	Saw Filer Cert. (1)	20	(4) Weeks	Engineering Dept.
7	Planning and Admin. Course	20	(2) Weeks	All Dept.
8	Junior Asst. Course (12)	20	(3) Weeks	All Dept.
9	Skill Course No. 63	20	(3) Weeks	All Dept.
10	Finance Course No. 52	20	(3) Weeks	All Dept.
11	Veneering Operator Cert. (2)	20	(4) Weeks	WBID
12	Cabinet Maker Cert. (2)	20	(4) Weeks	WBID
13	Wood Saw Operator Cert. (2)	20	(4) Weeks	Local, Exports WBID
14	Saw Filer Cert. (2)	20	(4) Weeks	Engineering Dept.

Source: Timber Enterprise Record (2019)

3.3 Demographic Characteristics of Respondents

Total of 75 employees from No (1) Furniture Factory are included in this survey to explore the effect of reward system on employee motivation and job performance. All of the departments were informed about the objectives of the study and proposed to participate in this survey. All participants were informed that all the surveyed data will be kept confidential and used only for academic paper. This section describes the

demographic characteristics of the respondents such as age, gender, marital status, educational level, job rank and service year. Table (3.4) presents the demographic data of the respondents.

According to the demographic characteristics of respondents, it is found that the age, almost 30.67% of the respondents are found having above 35 and 45 years, 56 % are found having 45 to 55 years and the rest 13.33 % of the respondents are 55 and elder . According to the table, (35-45) year old and (45-55) years old make up the most strength in our factory. Concerning worker's age, it is found that under 35 years of age is zero percentage of the total according to table and we can face generation gap problems in our factory.

Table (3.4) Demographic Characteristics of Respondents

Sr. No.	Particular	Category	No. of Respondents	Percentage (%)
1	Age	35 or younger	-	-
		35- 45 years	23	31
		45-55 years	42	56
		55 and elder	10	13
2	Gender	Female	45	60
		Male	30	40
3	Marital Status	Married	49	65
		Single	20	27
		Divorce	6	8
4	Educational Level	Non-matriculated	49	65
		Diploma	17	23
		Bachelor Degree	9	12
5	Job Rank	Operation Level	60	80
		Middle Level	15	20
6	Service Year	5 to 15 years	4	5
		16 to 25 years	26	35
		26 years and above	45	60
	Total		75	100

Source: Survey Data (2019)

The male workers are 30 (at 40%) and female workers are 45 (at 60%). Female employees more than male employees in No (1) Furniture Factory. 27% of the respondents are single while 65% are married and 8% divorce. In terms of educational background, 65% respondents are non-matriculated status; followed by 23% respondents who are degree holder and 12% respondents are Bachelor. As for the job rank 80% of the

respondents are operation level and the rest of 15% are middle level employee. As for the service year, almost 60% of the respondents are found having above 26 year service, 35% are found having 16 to 26 years services while the rest 5 %of the respondents are found having above 5 to 15 years' service. As for the purpose of this survey is to find out the effect of motivation factors on employee motivation and job performance.

3.4 Reliability Test

Reliability Analysis was wont to measure the accuracy of the info collected, to make sure that each one items utilized in each variable were free from errors and thus, providing consistent results. Cronbach's alpha is the measurement. There are different reports about acceptable values of alpha, ranging from 0.70 to 0.95.

Table (3.5) Reliability Results

Sr.No	Title of Questionnaire	Number of Items	Cronbach's Alpha
1	Intrinsic Rewards	42	0.933
2	Extrinsic Rewards	34	0.790
3	Employee Motivation	7	0.819
4	Employee Performance	4	0.737

Source: Survey data (2019)

Table (3.5) presents the analysis result of Cronbach's alpha and items of each dependent variable, namely employee motivation, job performance, while intrinsic rewards and extrinsic rewards, and are independent variables. The Cronbach's coefficients alpha values for all factors that range from 0.737 to 0.933 indicated good inter-items consistency for each factor. Cronbach alpha was 0.933, 0.790, 0.819 and 0.737 for Intrinsic Rewards, Extrinsic Rewards, Employee Motivation and Employee Performance respectively. The reliability of Employee Performance value is slightly poor as compared to the other three variables. However, Hinton et al. (2004) have suggested four cut-off points for reliability, which incorporates excellent reliability (0.90 and above), high reliability (0.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.50 and below).The analysis result of Cronbach's Alpha is more than 0.70 and this shows that all the items are reliable and valid to measure the opinions of employee towards employee motivation.

3.5 Employee Perception on Rewards

Rewards such as intrinsic and extrinsic rewards are very important to motivate employees to be satisfied and job performance while working at the organization. In order to examine the rewards of the employees working at No.(1) Furniture Factory in Wood-Based Industry, Myanma Timber Enterprise, the questionnaire with 5 point Likert scale are used and mean scores are calculated based on survey result. The survey result based on 75 respondents is presented in the following tables.

3.5.1 Intrinsic Rewards

Intrinsic rewards factors in this study includes commitment, responsibility, recognition, achievement, interpersonal relationship, work itself, role of employee, personal growth and work life balance.

Table (3.6) Commitment

Sr.No	Commitment	Mean Score
1	Offering more money, not to change job.	3.44
2	Recommending friend.	2.19
3	Contribution towards organization.	3.57
4	Willing to do more than job.	3.77
Overall Mean		3.24

Source: Survey data (2019)

Among the questions related to commitment, employees responded the highest mean score for willing to do more than job. It shows that most employees are motivated when they are doing all by themselves and received commitment. The second highest mean score presents that employees are motivated by making some contribution towards organizational well-being. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.7) Responsibility

Sr.No	Responsibility	Mean Score
1	Trusting with great responsibility.	3.23
2	Taking other's responsibilities.	3.21
3	Involving during decision making.	3.23
4	Involving in policy making.	3.20
Overall Mean		3.22

Source: Survey data (2019)

Among the questions related to commitment, employees responded the highest mean score for involving in decision making process and trusted with great responsibility in workplace. It shows that most employees are motivated when they feel trusted with responsibility and involved decision making process in working place .The second highest mean score presents that employees are motivated by getting opportunity to take other's responsibilities. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.8) Recognition

Sr.No	Recognition	Mean Score
1	Giving positive recognition.	3.29
2	Fairing payment.	3.48
3	Offering good benefit package.	2.93
4	Valuing individual excellence.	3.45
5	Motivating to perform better.	3.72
Overall Mean		3.40

Source: Survey data (2019)

Among the questions related to recognition, employees responded the highest mean score for current recognition and reward program motivates to perform better. .It shows that most employees are motivated when they feel valued. Feeling valued is a fundamental emotional need. Employees in all ranks want to feel valued and in public sector, provide informal recognition, it's costs nothing .The second highest mean score presents that Organization's payment is fair and employees are motivated by getting equal pay for equal work.. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.9) Achievement

Sr.No	Achievement	Mean Score
1	Seeing the success of work.	2.99
2	Applying creative concepts	3.77
3	Having opportunity to do the best in work.	3.47
4	Finding out the opportunities to reach goal.	3.16
Overall Mean		3.35

Source: Survey data (2019)

Among the questions related to achievement, employees responded the highest mean score for creating a challenging job to get the success. It shows that most employees are motivated that promotes feeling of achievement upon task accomplishment. The second highest mean score presents that having opportunity to do the best in work. Moreover the result show that employees are in the proper positions to utilize their talents may enhance motivation. When employees are the proper role and feel a sense of achievement and challenge, their talents will be suited for them. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.10) Interpersonal Relationship

Sr.No	Interpersonal Relationship	Mean Score
1	Having a mutual relationship with other employee.	3.63
2	Having a good condition with employees.	3.89
3	Helping when in need.	3.87
4	Having mutual respect with top management and supervisors	3.67
5	Having mutual respect with peers.	4.04
6	Having mutual respect with subordinates.	3.87
Overall Mean		3.83

Source: Survey data (2019)

Amon g the questions related to interpersonal relationship, employees responded the highest mean score for having mutual respect with peers in organization. It shows that most employees are motivated when they feel their atmosphere is healthy and happy organization. The second highest mean score presents that helping when in need and having mutual respect with subordinates in organization. Moreover the result shows that employee involvement groups are a good way to help employees interact with individuals outside of their organization. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.11) Work Itself

Sr.No	Work Itself	Mean Score
1	Challenging and interesting.	2.89
2	Creating ample improvement.	3.01
3	Having an opportunity.	3.09
4	Giving a great achievement.	3.29
Overall Mean		3.07

Source: Survey data (2019)

Among the questions related to work itself, employees responded the highest mean score for giving a great achievement for innovation .It shows that most employees are motivated when they can do the best job with innovated idea and they feel proud themselves when they face challenging, they can easily pass. The second highest mean score presents that having an opportunity to take complicated job. According to the overall mean score, the above mentioned facts can moderate influence on employee

Table (3.12) Role of Employee

Sr.No	Role of Employee	Mean Score
1	Giving authority to make decisions.	2.03
2	Feeling valuable in this organization.	4.03
3	Feeling part of a team working.	2.51
4	Understanding the importance of role.	3.64
5	Feeling proud to be a part of organization.	3.85
Overall Mean		3.21

Source: Survey data (2019)

motivation.

Among the questions related to role of employee, employees responded the highest mean score for feeling valuable in this organization. It shows that most employees are motivated when they feel that they are valuable persons or essential person of their organization. The second highest mean score presents that feeling proud to be a part of organization. The work itself should be meaningful, interesting and challenging for the worker to perform and to urge motivated. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.13) Personal Growth

Sr.No	Personal Growth	Mean Score
1	Having training opportunities.	3.27
2	Training that match to do the job well.	3.48
3	Receiving new knowledge, exposure and experience	3.56
4	Training supports for promotion.	3.57
5	Having opportunities at work.	3.80
Overall Mean		3.54

Source: Survey data (2019)

Among the questions related to personal growth, employees responded the highest mean score for having opportunities at work to learn and grow. It shows that most employees are motivated when they have a lesson learning process after accomplishing a project, learning through their mistakes and learning their working place. The second highest mean score presents that training supports for promotion that provide special opportunity for employee to prepare for a future position. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.14) Work-Life Balance

Sr.No	Work-Life Balance	Mean Score
1	Feeling organization is supportive.	2.91
2	Feeling of work is reasonable.	3.41
3	Feeling unwanted tensions in personal life.	2.25
4	Giving a fair amount of time to family.	3.71
Overall Mean		3.32

Source: Survey data (2019)

Amon g the questions related to work-life balance, employees responded the highest mean score for giving a fair amount of time to family. It shows that most employees are motivated by combing work and healthy family life. The second highest mean score presents that feeling the amount of work is reasonable. Employees' do their daily duty work like easy way and happy mood and they don't feel that their daily duty is not heavy duty work and they can handle well in working condition. No stress .According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

3.5.2 Extrinsic Rewards

Extrinsic rewards factors in this study include training and career development, payment, incentive, working environment, promotion opportunity and organizational leadership.

Table (3.15) Training and Career Development

Sr.No	Training and Career Development	Mean Score
1	Expecting for advancement.	2.48
2	Making career advanced.	3.43
3	Providing the opportunity to improve skills.	3.13
4	Learning new things in this factory.	3.39
5	Arranging training programs for the employees	3.60
6	Supporting employees trained.	3.37
Overall Mean		3.23

Source: Survey data (2019)

Among the questions related to training and career development, employees responded the highest mean score for arranging training programs for the employees. It shows that most employees are motivated when they meet the need of their skills and technical requirements. The second highest mean score presents that making career advanced. Moreover the result show that employees gain new views and invaluable new experience that can open up career doors. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.16) Pay or Salary

Sr.No	Pay or Salary	Mean Score
1	Fairing for tasks, duties and responsibilities.	2.87
2	Comparing with similar organization.	2.67
3	Fond of payment system in factory.	2.85
4	Leading to a satisfaction of employment.	2.95
5	Helping attract and retaining high performing	3.03
Overall Mean		2.87

Source: Survey data (2019)

Among the questions related to training and career development, employees responded the highest mean score for organization pay policy helps attract and retain high performing employees. It shows that employees were rewarded according to the position held without considering their performance. They can get the increments based on basic pay. The second highest mean score presents that salary and other hygiene factors have led to a satisfaction of employment. According to the overall mean score, the above

mentioned facts can low influence on employee motivation. Monetary rewards, pay for performance or bonuses will be less influential on the motivation of public sector.

Table (3.17) Incentive

Sr.No	Incentive	Mean Score
1	Providing opportunities for promotion.	1.89
2	Cannot stand on its own.	2.35
3	Satisfying incentives.	3.05
4	Thinking non-cash rewards can be effective.	1.91
5	Accomplishing tasks.	2.27
6	Satisfying bonus scheme.	2.60
Overall Mean		2.34

Source: Survey data (2019)

Among the questions related to incentive, employees responded the highest mean score for satisfaction with the incentives provided by the organization. The second highest mean score presents that satisfied bonus scheme. According to the overall mean score, the above mentioned facts can low influence on employee motivation.

Table (3.18) Working Environment

Sr.No	Working Environment	Mean Score
1	Performing well on job.	3.07
2	Satisfying with working environment.	3.48
3	Increasing performance.	3.64
4	Harmonious place to work.	3.45
5	Regarding welfare of employee	3.77
6	Working conditions are pleasant.	3.52
7	Offering a lot of security.	3.55
Overall Mean		3.50

Source: Survey data (2019)

Among the questions related to working environment, employees responded the highest mean score for regarding welfare of its employee as its first priority. It shows that most employees are motivated with the working environment of their work. The second highest mean score presents that working environment matters a lot in increasing performance. Moreover the result shows that employees have much to contribute to improving the working environment. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.19) Promotion Opportunity

Sr.No	Promotion Opportunity	Mean Score
1	Promotion in organization.	3
2	Equally distributed.	3.31
3	Depending on performance.	3.53
4	Motivating to higher performance.	3.68
5	Getting promotion on fairly basis.	3.32
Overall Mean		3.37

Source: Survey data (2019)

Among the questions related to promotion opportunity, employees responded the highest mean score for promotion opportunities motivate to higher performance. The second highest mean score presents that promotion purely depends on performance. Moreover the result shows that promotion opportunity will actively motivate employee to exert effort on the job. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation

Table (3.20) Organizational Leadership

Sr.No	Organizational Leadership	Mean Score
1	Becoming a high performing.	3.16
2	Satisfying with job.	3.44
3	Promoting success of the organization.	3.64
4	Satisfying with the support from superiors.	3.71
5	Recognizing and acknowledging.	3.81
Overall Mean		3.55

Source: Survey data (2019)

Among the questions related to organizational leadership, employees responded the highest mean score for recognizing and acknowledging work. It shows that most employees are motivated that they are appreciated and positive feedback on their performance is essential. The second highest mean score presents that satisfied with the support from Leaders/ Managers. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

Table (3.21) Comparison of Intrinsic Rewards

Sr.No	Intrinsic Rewards	Overall Mean Score
1	Commitment	3.24
2	Responsibility	3.22
3	Recognition	3.40
4	Achievement	3.35
5	Interpersonal Relationship	3.83
6	Work itself	3.07
7	Role of employee	3.21
8	Personal Growth	3.54
9	Work-Life Balance	3.32

Source: Survey data (2019)

Interpersonal Relationship seems to be the main and most critical motivation factor of the respondents, with the high score of 3.827. This also fits with No (1) Furniture factory type of employee. Work Itself scores as the lowest 3.073 motivation factor of the respondents; this could also be due to their current job position or culture of type of employees attracted to these jobs.

Table (3.22) Comparison of Extrinsic Rewards

Sr.No	Extrinsic Rewards	Overall Mean Score
1	Training & Career Development	3.23
2	Payment	2.87
3	Incentive	2.34
4	Working Environment	3.50
5	Promotion Opportunity	3.37
6	Organizational Leadership	3.55

Source: Survey data (2019)

Organizational leadership seems to be the main and most critical motivation factor of the respondents, with the high score of 3.552. This also fits with No (1) Furniture factory type of employee. Incentive scores as the lowest 2.344 motivation factor of the respondents; this could also be due to their age, current job position or culture of type of employees attracted to this job.

CHAPTER (4)

ANALYSIS ON EMPLOYEE MOTIVATION AND EMPLOYEE PERFORMANCE IN NO (1) FURNITURE FACTORY

This chapter presents the analysis on employee motivation and job performance. In this study, the linear regression model is used in order to find out these relationship by surveying 75 employees from No (1) Furniture Factory. Chapter presents analysis on the effect of employee's motivation on job performance is described. In this chapter, analysis is done using SPSS software and presented using linear regression results.

4.1 Employee Motivation

In this study, the effect of reward systems such as intrinsic reward and extrinsic have effect on employee motivation in No (1) Furniture Factory has been surveyed. All the respondents were asked by 5 points Likert scaled questions (5= strongly agree, 4 =agree, 3 =neutral, 2 = disagree, 1= strongly disagree) in order to find out the effect of reward systems on employee motivation in No (1) Furniture Factory. The results are shown in Table (4.1), mean scores of reward systems on employee motivation are presented in the study based on findings.

Table (4.1) Employee Motivation

Sr.No	Employee Motivation	Mean Score
1	Taking pride in doing job.	3.39
2	Feeling happy when work is up to standard.	3.64
3	Looking back at a day's work.	3.85
4	Trying to think of doing job effectively.	3.40
5	Working very hard to continually improve working performance.	3.52
6	Spending leisure time with co-workers.	3.48
7	Enjoy successful completing difficult job.	3.63
Overall Mean		3.56

Source: Survey Data (2019)

Among the questions related to motivation factor, employees responded the highest mean score for looking back at a day's work with a sense of a job well done. The second highest mean score presents that feeling happy when work is up to standard as usual. It shows that employee's daily tasks are varied and provide opportunities for new

experiences and job characteristics have been found to affect the level of work motivation. According to the overall mean score, the above mentioned facts can moderate influence on employee motivation.

4.2 Employee Job Performance

In this study, the effect of Employee Motivation on Employee Performance in No (1) Furniture Factory has been surveyed. The employee performance is measured by 4 questions and the result is shown in table.

Table (4.2) Employee Performance

Sr.No	Employee Performance	Mean Score
1	Better performance with similar qualifications.	3.63
2	Satisfying performance.	3.63
3	Meeting requirements of the job.	3.52
4	Accomplishing the work.	4.36
Overall Mean		3.78

Source: Survey Data (2019)

Among the questions related to job performance, employees responded the highest mean score for accomplishing the work according to norms, standards and expectations of organizations in time. It shows that most employees are understand that the job nature of furniture production for completion of the products and accomplished the work according to norm, standard and expectations of organization in time. According to the overall mean score, the above mentioned facts can moderate influence on employee performance.

4.3 Analysis on the Effect of Intrinsic and Extrinsic Rewards on Employee Motivation

This section analyzes the influencing factors on employees' motivation and explores the most influencing factors on motivation. The two factors which are intrinsic rewards and extrinsic rewards will be analyzed. To know the detail about this, the linear regression method is used. The result is shown in Table (4.3).

Table (4.3) Effect of Intrinsic and Extrinsic Rewards on Employee Motivation

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
(Constant)	-1.330	0.396		-0.337	0.737
Intrinsic Rewards	1.137***	0.123	0.854	9.279	0.000
Extrinsic Rewards	-0.041	0.184	-0.020	-0.221	0.826
R value	0.840				
R Square	0.705				
Adjusted Square	0.697				
F value	86.182***				

Source: Survey data (2019)

Notes: *** = Significant at 1% level, ** = Significant at 5% level

In Table (4.3), R square and adjusted R square are at 84 percent and 70.5 percent respectively. This indicates that the model can explain 70.5 percent about the variance of dependent variable (employee motivation) with independent variable (intrinsic rewards and extrinsic rewards). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

One variable intrinsic reward significant. Therefore, intrinsic rewards have positively significant effect on employee motivation. As it can be seen from Table (4.3), intrinsic rewards are significant at 1% confidence level. It indicates that intrinsic rewards factors are important facts for increase employee motivation. Every one unit increase in intrinsic rewards factors that are helps employee motivation to increase by 1.137.

On the other hand, extrinsic rewards factors, are not significant level and , extrinsic rewards factors have negatively significant effect on employee motivation It means that extrinsic motivation factor does not have impact on employee motivation at

No(1) Furniture Factory. Employee motivation will not increase or decrease due to these factors.

4.3.1 Analysis on the Effect of Intrinsic Rewards on Employee Motivation

This section analyzes the influencing factors on employees' motivation and explores the most influencing factors on motivation. The nine factors which are commitment, responsibility, recognition, achievement, interpersonal relationship, work itself, role of employee, personal growth and work-life balance will be analyzed. To know the detail about this, the linear regression method is used. The result is shown in Table (4.4).

Table (4.4) Effect of Intrinsic Rewards on Employee Motivation

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
(Constant)	0.963	0.350		2.749	0.008
Commitment	-0.011	0.090	-0.011	-0.124	0.901
Responsibility	-0.038	0.090	-0.033	-0.421	0.675
Recognition	-0.065	0.088	-0.067	-0.736	0.464
Achievement	0.542***	0.125	0.500	4.320	0.000
Interpersonal Relationship	0.362***	0.088	0.468	4.108	0.000
Work Itself	-0.158	0.111	-0.095	-1.424	0.159
Role of Employee	0.228**	0.093	0.210	2.455	0.017
Personal Growth	0.094	0.113	0.073	0.836	0.406
Work-life Balance	-0.243*	0.132	-0.155	-1.849	0.069
R value	0.908				
R Square	0.824				
Adjusted R Square	0.800				
F value	33.795***				

Source: Survey data (2019)

Notes: *** = Significant at 1% level, ** = Significant at 5% level, * = Significant at 10% level

In Table (4.4), R square and adjusted R square are at 82.4 percent and 80 percent respectively. This indicates that the model can explain 80 percent about the variance of

dependent variable (employee motivation) with independent variable (commitment, responsibility, recognition, achievement, interpersonal relationship, work itself, role of employee, personal growth and work-life balance). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

Four variables among nine are significant and others are not significant by regression analysis table. Therefore, achievement, role of employee and interpersonal relationship has positively significant effect on employee motivation. Work life balance has negatively significant effect on employee motivation. As it can be seen from Table (4.4), achievement is significant at 1% confidence level. It indicates that achieving performance targets and being able to handle multiple assigned jobs for achieving goals are important facts for increase employee motivation. Every one unit increase in achievement that is helps employee motivation to increase by 0.542. Interpersonal relationship is significant at 1% confidence level. It presents that one unit increase in interpersonal relationship will lead to almost 0.362 rises in employee motivation. Role of employee is significant at 5% confidence level. It presents that one unit increase in role of employee will lead to almost 0.228 rises in employee motivation. Work-life balance is negatively significant at 10% confidence level. It presents that ten unit decrease in work life balance will lead to almost 0.243 rises in employee motivation. It means government employees have so many challenging works and straggles in daily working life and they have no extra time to spare with their family but they feel proud of their scarified that and motivated themselves. The better interpersonal relationship, role of employee and achievement in working place, the more the employee is motivated.

On the other hand, other factors, commitment, responsibility, recognition, work itself and personal growth are not significant at any significant level. It means that the commitment, responsibility, recognition, work itself and personal growth do not have impact on employee motivation at No (1) Furniture Factory. Employee motivation will not increase or decrease due to commitment, responsibility, recognition, works itself even they have negatively significant effect on employee motivation.

4.3.2 Analysis on the Effect of Extrinsic Rewards on Employee Motivation

This section analyzes the influencing extrinsic rewards factors on employees' motivation and explores the most influencing factors on motivation. The six factors which are training and career development, payment, incentive, working environment,

promotion opportunity and organizational leadership will be analyzed. To know the detail about this, the linear regression method is used. The result is shown in Table (4.5)

Table (4.5) Effect of Extrinsic Rewards on Employee Motivation

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	0.265	0.394	-	0.673	0.503
Training and Career Development	0.510***	0.131	0.339	3.882	0.000
Payment	-0.243**	0.081	-0.187	-3.010	0.004
Incentive	-0.030	0.066	-0.032	-0.456	0.650
Working Environment	0.186	0.126	0.134	1.474	0.145
Promotion Opportunity	0.086	0.113	0.072	0.757	0.452
Organizational Leadership	0.415***	0.110	0.450	3.756	0.000
R value	0.896				
R Square	0.802				
Adjusted R Square	0.785				
F value	46.039***				

Source: Survey data (2019)

Notes: *** = Significant at 1% level, ** = Significant at 5% level

In Table (4.5), R square and adjusted R square are at 80.2percent and 78.5 percent respectively. This indicates that the model can explain 78.5 percent about the variance of dependent variable (employee motivation) with independent variable (training and career development, payment, incentive, working environment, promotion opportunity and organizational leadership). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

Two variables among six are significant and others are not significant by regression analysis table. Therefore, training and career development and organizational leadership have positively significant effect on employee motivation. As it can be seen from Table (4.5), training and career development is significant at 1% confidence level. It indicates that training and career development are important facts for increase employee motivation. Every one unit increase in training and career development that are helps employee motivation to increase by 0.510. Organizational leadership is significant at 1%

confidence level. It presents that one unit increase in organizational leadership will lead to almost 0.415 rises in employee motivation.

Payment has negatively significant effect on employee motivation. As it can be seen from Table (4.5), payment is significant at 5% confidence level. It presents that one unit decrease in role of employee will lead to almost 0.243 rises in employee motivation. the employee are motivate. It can be concluded that money is always nice, but money is not always available, and may also not be an government employee's prime motivator.

On the other hand, other factors, incentive, working environment and promotion opportunity are not significant at any significant level. It means that incentive, working environment and promotion opportunity does not have impact on employee motivation at No (1) Furniture Factory. Employee motivation will not increase or decrease due to these factors.

4.6 Analysis of the Effect of Employee Motivation on Employee Performance

In this research, liner regression model is used in order to find out the effect of motivation on employee performance by surveying 75 respondents. To know the detail about this, the result is shown in Table (4.6).

Table (4.6) Effect of Employee Motivation on Employee Performance

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig
	B	Std. Error	Beta		
(Constant)	1.723***	0.301		5.729	0.000
Motivation	0.579***	0.083	0.634	7.002	0.000
R value	0.634				
R Square	0.402				
Adjusted R Square	0.394				
F value	49.022***				

Source: Survey data (2019)

Notes: *** = Significant at 1% level, ** = Significant at 5% level

In Table (4.6), R square and adjusted R square are at 40.2percent and 39.4 percent respectively. This indicates that the model can explain 39.4 percent about the variance of dependent variable (Employee Performance) with independent variable (Employee motivation). The value of F-test, the overall significance of the models, turned out highly significant at 1% level.

Employee motivation variable has the expected positive sign and highly significantly coefficient value at 1% confidence level. It means that one unit of employee motivation can lead to 0.579 increase in employee performance. Overall evaluation reveals that the models explain the employee performance well because the estimation produced expected signs and significant coefficient for employee motivation. The conclusion is that there is a positive relationship between employee motivation and employee performance of No (1) Furniture Factory in Myanmar Timber Enterprise.

To sum up, the results show that employee motivation is significant. According to the survey findings, employee motivation could significantly raise the employee performance of No (1) Furniture Factory in Myanmar Timber Enterprise.

CHAPTER (5)

CONCLUSION

This chapter is conclusion of the study that is included the finding and discussion of the previous chapter, the suggestion and recommendation of the study and needs for further research of the study. Finding and discussion are based on the influencing factors of employee motivation and the analysis of employee motivation and employee performance of No (1) Furniture Factory, Wood- Based Industry at Myanma Timber Enterprise. Suggestion and recommendation are based on the result of the finding and need for further research described on the result of the finding.

5.1 Findings and Discussions

The main objective of this study is to examine the factors influencing on employee motivation and analyze the effect of motivation on employee performance. As a survey data, the result is very significant to have positive relationship between employee motivation and performance. This study also concludes that the effect of intrinsic rewards have positive relationship and significant with employee motivation but extrinsic rewards have negative relationship with employee motivation.

Through statistically analysis of the effect of the influencing factors on employee motivation, this study found out that, achievement, interpersonal relationship and role of employee have the strongest relationship with employee motivation among the nine intrinsic motivation factors. Higher achievement level results in a higher employee motivation. The result also show that employee motivation has highest significant value; which means a more positive factor of employee motivation, result in higher job performance of employee. According to result, most employees are motivated that promotes feeling of achievement upon task accomplishment. From survey result, most of respondents are motivated with successfully completion of a difficult job with their performance.

Interpersonal relationship has also strongest relationship with employee motivation in this research. According to the results employees are motivated because it is showed that managerial level and employee's peer group, their supervisor have mutual

respect and communication and they desire to work in a friendly and respectful atmosphere. Government sector employees are more strongly motivated by the desire to work in a supported working environment.

Furthermore, from the intrinsic rewards, role of employee is positive significant effect on employee motivation. As a survey result, government employee has other motives, needs, or morale than other employee. Most employees are motivated when they feel that they are valuable persons of their organization. These values can be a desire to serve the public interest, a wish to have an impact on public affairs, or an interest in achieving social justice. So manager should monitor each and every employee's own motivation strategy according to the needs and desires of the employee. The obtained results indicated that a positive level of overall intrinsic rewards factor motivation. This gives a positive impression of the level of motivation at work at No.1 Furniture Factory

According to the research results, training and career development, organizational leadership and payment have the strongest relationship with employee motivation among the six extrinsic motivation factors. This study found that training and career development plays an important role in government employee's motivation. Employee skills and competency are based on training. Employees are satisfied training and career development. After attending the training they have new knowledge and opportunities and to do job well. So line managers are responsible for provide training fairly. In factory, there are schedules for off - the- job training and on- the- job training. All training programs can develop job related skills and competence of all workers. So training programs are ways to improve and, one of the promote employee's motivation tools that highest significant value in this study.

Regarding organizational leadership factor, government sector employees are more likely people -oriented leadership style more than do private employees. Most of the respondents are also believed to consider their peers and supervisors significantly more important. As a result, there were being cooperation for each other between a leader and the employees to attain higher motivation and morality. In No (1) Furniture Factory, manager performed manager ability as well as leadership ability. Manager manages to other employees, including the ability to motivate, facilitate coordinate, lead, communicate and resolve conflicts. Factory's organizational leadership style gains the trust of employees and makes them follow their manager or leader or supervisors to meet

the objectives. So the leadership practice in this factory is positive effect towards employee motivation and good performance.

According to the analysis, payment has negatively significant at 5% confidence level effect on employee motivation. As it can be seen from Table (4.5), it presents that one unit decrease in payment will lead to almost 0.243 rises in employee motivation. Salary is a great motivator but if it is meant to be used as a motivator, the organization at first need to develop a salary structure based on the significant, essentiality and productivity of the job, individual performance and special allowance. This is one of the challenges for public managers do not have mean to stimulate their employee due to rigid civil law. It can be concluded that money is always nice, but money is not always available, and may also not be a government employee's prime motivator. Although the employee get low salary, they have high job security, protection against dismissal and good career perspectives. All of which can be attractive to certain individuals motivated by such benefits.

According to the analysis, the result is very significant to have positive relationship between employee motivation and performance. This study also concludes that the effect of intrinsic rewards have positive relationship and significant with employee motivation but extrinsic rewards have negative relationship with employee motivation. At work, motivation is a combination of all factors in our working environment that lead to positive or negative efforts, thus, in order to achieve employee motivation, organization must understand how to motivate employee and they can increase productivity. So in order to motivate government employees for organizational performance, it would be necessary to provide situational factors in such a way that their personal needs are integrated with our organizational goal. For whatever reason employees are motivated, they can deliver good performance.

5.2 Suggestions and Recommendations

According to the analysis, there are some suggestion points relating to factors influencing employee motivation and employee performance of No (1) Furniture Factory, Wood- Based Industry in Myanmar Timber Enterprise.

A further effort to motivate employees is required by organization should implement performance appraisal system because talent employees are expected future ways and good salary and achievement. Manager should make sure an employee really desires responsibilities and autonomy. Because most of the employees are very motivated by receiving responsibility.

Manager should provide informal recognition to the employees when they have performed well. It costs nothing in public organization. Employees in all ranks want to feel valued, especially look for a guidance and good word. So use the way both person to person and person to group. Inside the group manager should increase employees' opportunities to meet and work together. Manager must create opportunities for the team to meet and bond.

Within the finding of the study, a balance should be created by manager in adopting which motivational measures (intrinsic or extrinsic) to be used in order to get the best result. If employees are effectively provided then that is positive effort towards employee motivation and good performance. The effects of motivation do not stop with performance. In the group of employees there are fewer work accidents, fewer rates of ethical problems, less employee less turnover rate and lower level of absenteeism.

In the area of motivators, employees are not satisfied with commitment, responsibility, work life balance, work itself, recognition and personal growth. Regarding hygiene factors, employees are not satisfied with incentive and promotion opportunity.

It is concluded that top management should review motivational factors (intrinsic rewards factors) and hygiene factors (extrinsic rewards factors), that influence employee motivation. Finally, motivation can be positive or negative, subtle or obvious, tangible or intangible. It is crucial in organization as it plays a vital role in the effective performance of employees.

5.3 Needs for Further Research

This research is focus on the effect of employee motivation on employee performance at No (1) Furniture Factory, Wood- Based Industry in Myanma Timber Enterprise. It is only limited to employee who works in No (1) Furniture Factory are selected. Thus, the further research should attempt to examine of other employees under

Wood- Based Industry in Myanma Timber Enterprise and make comparisons between different factories and the whole Human Resource Department under Myanma Timber Enterprise. This study based on Herzberg's Two Factor Theory thought there are a number of motivation theories. Other content theories, process theories and reinforcement theories of motivation are not applied. In the future, if the time is enough, according to motivation literature, there are other theories for employee's motivation such as Maslow's hierarchy of need theory, ERG theory, these theories should also be conducted for further research. Therefore, it is recommended that further research work not only employee's motivations and challenges of other related working condition but also practical tactics that can help public sector managers to motivate their employees.

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APPENDIX – I

Questionnaire Survey on **the Effect of Motivation on Employee Performance of No. (1) Furniture Factory in Myanmar Timber Enterprise**

Dear Sir,

I am a student from a Department of Management Study, Yangon University of Economics conducting a survey on measuring **The Effect of Motivation on Employee Performance of No. (1) Furniture Factory in Myanmar Timber Enterprise**. I assure that your responses will only be used for academic purposes and your identity will not be disclosed in any cases. Your participation is highly appreciated and your response will be kept confidential. Thank you for your time and cooperation.

Myat Myat Myo

EMBA – II (37)

EMBA 16th Batch

Department of Management Studies

Yangon University of Economics

(2017 – 2019)

Demographic Information

Please tick (✓) in the appropriate answer below -

1. Gender

- (a) Female ()
- (b) Male ()

2. Age (Year)

- (a) 35 (or) younger ()
- (b) 35 – 45 years ()
- (c) 45 – 55 years ()
- (d) 55 and above ()

3. Marital Status

- (a) Single ()
- (b) Married ()
- (c) Divorced/Widow ()

4. Education Level

- (a) Non-Matriculated Status ()
- (b) Diploma ()
- (c) Bachelor's Degree ()

5. Professional Level

- (a) Management/Executive ()
- (b) Supervisory ()
- (c) Operational ()

6. Years on Present Job

- (a) Less than 5 years ()
- (b) 5-15 years ()
- (c) 16-25 years ()
- (d) 26 Years and more ()

Survey Questionnaires For Intrinsic and Extrinsic Reward Motivation and Employee Performance

Intrinsic Rewards

This is designed to acquire information with regard to the Intrinsic Rewards of No. (1) Furniture Factory. Please tick (✓) in the box to indicate how agreeable you are with the following statements on the 5-point scale of 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Intrinsic Rewards

Sr No	Statements	Rating				
		1	2	3	4	5
Commitment						
1	If another company offers me more money, I will not change job.					
2	I would recommend a friend to join the job.					
3	I feel like making some contribution towards organizational well being					
4	I am willing to do more than my job					
Responsibility						
5	I am entrusted with great responsibility in my work.					
6	I have an opportunity to take other's responsibilities.					
7	I am involved during decision making in work.					
8	I am involved in policy making in my work.					
Recognition						
9	Employees are given positive recognition when high quality of work is produced.					
10	Organization's payment is fair.					
11	Our factory offers good benefit package compared to other organization.					
12	Our factory values individual excellence.					
13	Employees are formally recognized by management/supervisor for a job well done.					
14	Our current recognition and reward program motivates me to perform better.					

Achievement						
15	I feel myself to see the success of my work.					
16	I apply my creative concepts in every angle of the job to get the success.					
17	I have the opportunity to do my best in work.					
18	I fine out the opportunities to reach my own goal.					
Interpersonal Relationship						
19	I have a mutual relationship with other employee in my department.					
20	I have a good condition with employees in my department.					
21	My Supervisor helps me when I need.					
22	I have mutual respect with top management in my organization.					
23	I have mutual respect with supervisors and peers in my organization.					
24	I have mutual respect with subordinates in my organization.					
Work Itself						
25	My work is challenging and interesting.					
26	My work can create ample improvement.					
27	I have an opportunity to take complicated job.					
28	My job gives me a great achievement for innovation.					
Role of Employees						
29	I am given enough authority to make decisions I need to make.					
30	I feel I am valued in this organization.					
31	I feel part of a team working towards a shared goal.					
32	I understand the importance of my role to the success of the organization.					
33	I feel proud to be a part of my organization.					
Personal Growth						
34	I have training opportunities to learn and grow.					
35	Training that I received match to do the job well.					
36	I received new knowledge, exposure and experience from the training.					
37	Training supports me for promotion.					
38	In my organization I have had opportunities at work to learn and grow.					
Work-Life Balance						

39	I feel my organization is supportive of a healthy work-life balance.					
40	I feel the amount of work allotted to me is reasonable.					
41	I feel my work causes unwanted tensions in my personal life.					
42	I am able to give a fair amount of time to my family.					

Extrinsic Rewards

This is designed to acquire information with regard to the Extrinsic Rewards of No. (1) Furniture Factory. Please tick (✓) in the box to indicate how agreeable you are with the following statements on the 5-point scale of 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Extrinsic Rewards

Sr No	Statements	Rating				
		1	2	3	4	5
Training & Career Development						
1	This organization provides as much initial training as I need.					
2	This organization provides as much ongoing training as I need.					
3	My company tells me what is expected for advancement.					
4	The company makes my career advanced.					
5	My company provides me the opportunity to improve my skills.					
6	There is lot of chance to learn new things in this factory.					
7	My factory frequently arranges training programs for the employees.					
8	Doing job in this factory will benefit to me.					
9	My company has a training policy applicable to all employees					
10	The training is linked with business strategy					
11	There are job aids/resources to support employees trained.					
12	On the job learning is used by colleagues.					
13	My organization provides me training that enable me to learn new things.					
Pay						
14	My salary is fair for my tasks, duties and responsibilities of my job.					
15	Compare with similar organization, my salary is reasonable and fair to those of same position.					
16	I like pay system of this factory.					
17	My salary and other hygiene factors (e.g. company policies, working conditions, and supervision) have led to a satisfaction of my employment.					
18	Our company organization pay policy helps attract and retain					

	high performing employees.					
Incentive						
19	My factory provides opportunities for promotion and long term incentives.					
20	Pay cannot stand on its own as a sole incentive.					
21	I am satisfied with the incentives provided by the organization.					
22	I think non-cash rewards can be effective in motivating employees to be more productive.					
23	All tasks to be accomplished are associated with bonuses and incentives.					
24	In the organization bonus scheme is satisfactory.					
Working Environment						
25	A positive working environment is important for me to perform well on my job.					
26	I am satisfied with working environment in my organization.					
27	Working environment matters a lot in increasing my performance.					
28	Overall this factory is a harmonious place to work.					
29	This factory regards welfare of its employee as its first priority.					
30	For the work I do, the physical working conditions are very pleasant.					
31	This organization offers a lot of security.					
Promotion Opportunity						
32	There are opportunities for promotion in the organization.					
33	Promotion opportunities are equally distributed in the organization.					
34	Promotion purely depends on performance.					
35	Promotion opportunities motivate me to higher performance.					
36	I'm getting promotion on fairly basis.					
Organizational Leadership						
37	The leadership practices in this factory help me to become a high performing employee.					
38	The leadership practices in this factory enhance my satisfaction with my job.					
39	The factory leadership practices promote success of the organization.					
40	The factory leadership practices positively contribute to the overall effectiveness of the factory.					

41	I am satisfied with the support from Leaders/managers.					
42	Management involves us in decision making which are connected to our department.					
43	Our Leaders/managers recognize and acknowledge our work.					

Employee Motivation and Performance

This is designed to acquire information with regard to the Employee Motivation and Performance of No. (1) Furniture Factory. Please tick (✓) in the box to indicate how agreeable you are with the following statements on the 5-point scale of 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

Employee Motivation and Performance

Sr No	Statements	Rating				
		1	2	3	4	5
Employee Motivation						
1	I take pride in doing my job as well as I can.					
2	I feel happy when my work is up to my usual standard					
3	I like to look back at a day’s work with a sense of a job well done.					
4	I try to think if ways of doing my job effectively					
5	I work very hard to continually improve my work performance.					
6	Many of my co-workers are also my friends. I enjoy spending my leisure time with them.					
7	I enjoy the satisfaction of successfully completing a difficult job.					
Employee Performance						
1	My performance is better than that of my colleagues with similar qualifications.					
2	I am satisfied with my performance because it’s mostly good.					
3	I meet all the formal performance requirements of the job.					
4	I accomplish the work according to norms, standards and expectations of organizations in time.					

APPENDIX – II

Regression Analysis

Regression Analysis the Effect of Intrinsic Rewards on Employee Motivation

Correlations

		Motiva tionTot al	Commit mentTot al	Responsi bilityTot al	Recogn itionTot al	Achieve mentTot al	Interper sonalTo tal	Wor kTot al	Role Tota l	Perso nalTot al	LifeBal anceTot al
Pear son Corr elati on	Motivati onTotal	1.000	.634	.517	.647	.840	.837	.396	.744	.650	.552
	Commit mentTot al	.634	1.000	.596	.573	.688	.713	.478	.641	.383	.587
	Responsi bilityTot al	.517	.596	1.000	.397	.629	.476	.437	.593	.495	.468
	Recognit ionTotal	.647	.573	.397	1.000	.772	.720	.503	.582	.550	.668
	Achieve mentTot al	.840	.688	.629	.772	1.000	.802	.518	.728	.634	.675
	Interpers onalTota l	.837	.713	.476	.720	.802	1.000	.527	.700	.684	.681
	WorkTot al	.396	.478	.437	.503	.518	.527	1.00 0	.462	.363	.543
	RoleTota l	.744	.641	.593	.582	.728	.700	.462	1.00 0	.619	.592
	Personal Total	.650	.383	.495	.550	.634	.684	.363	.619	1.000	.629
	LifeBala nceTotal	.552	.587	.468	.668	.675	.681	.543	.592	.629	1.000
Sig. (1- taile d)	Motivati onTotal	.	.000	.000	.000	.000	.000	.000	.000	.000	.000
	Commit mentTot al	.000	.	.000	.000	.000	.000	.000	.000	.000	.000

	Responsi bilityTotal	.000	.000	.	.000	.000	.000	.000	.000	.000	.000
	Recognit ionTotal	.000	.000	.000	.	.000	.000	.000	.000	.000	.000
	Achieve mentTotal	.000	.000	.000	.000	.	.000	.000	.000	.000	.000
	Interpers onalTotal	.000	.000	.000	.000	.000	.	.000	.000	.000	.000
	WorkTotal	.000	.000	.000	.000	.000	.000	.	.000	.001	.000
	RoleTotal	.000	.000	.000	.000	.000	.000	.000	.	.000	.000
	Personal Total	.000	.000	.000	.000	.000	.000	.001	.000	.	.000
	LifeBala nceTotal	.000	.000	.000	.000	.000	.000	.000	.000	.000	.
N	Motivati onTotal	75	75	75	75	75	75	75	75	75	75
	Commit mentTotal	75	75	75	75	75	75	75	75	75	75
	Responsi bilityTotal	75	75	75	75	75	75	75	75	75	75
	Recognit ionTotal	75	75	75	75	75	75	75	75	75	75
	Achieve mentTotal	75	75	75	75	75	75	75	75	75	75
	Interpers onalTotal	75	75	75	75	75	75	75	75	75	75
	WorkTotal	75	75	75	75	75	75	75	75	75	75

RoleTotal	75	75	75	75	75	75	75	75	75	75
Personal Total	75	75	75	75	75	75	75	75	75	75
LifeBala nceTotal	75	75	75	75	75	75	75	75	75	75

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.908 ^a	.824	.800	.340	1.507

a. Predictors: (Constant), LifeBalanceTotal, ResponsibilityTotal, WorkTotal, PersonalTotal, CommitmentTotal, RecognitionTotal, RoleTotal, InterpersonalTotal, AchievementTotal

b. Dependent Variable: MotivationTotal

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	35.216	9	3.913	33.795	.000 ^a
Residual	7.526	65	.116		
Total	42.742	74			

a. Predictors: (Constant), LifeBalanceTotal, ResponsibilityTotal, WorkTotal, PersonalTotal, CommitmentTotal, RecognitionTotal, RoleTotal, InterpersonalTotal, AchievementTotal

b. Dependent Variable: MotivationTotal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.963	.350		2.749	.008		
	CommitmentTotal	-.011	.090	-.011	-.124	.901	.320	3.124
	ResponsibilityTotal	-.038	.090	-.033	-.421	.675	.434	2.306
	RecognitionTotal	-.065	.088	-.067	-.736	.464	.332	3.015
	AchievementTotal	.542	.125	.500	4.320	.000	.202	4.946
	InterpersonalTotal	.362	.088	.468	4.108	.000	.209	4.786

WorkTotal	-.158	.111	-.095	-1.424	.159	.610	1.639
RoleTotal	.228	.093	.210	2.455	.017	.371	2.695
PersonalTotal	.094	.113	.073	.836	.406	.359	2.787
LifeBalanceTotal	-.243	.132	-.155	-1.849	.069	.383	2.610

a. Dependent Variable: MotivationTotal

Regression Analysis the Effect of Extrinsic Rewards on Employee Motivation

Correlations							
	MotivationTotal	TrainingTotal	PaymentTotal	IncentiveTotal	EnvironmentTotal	PromotionTotal	LeadershipTotal
Pearson MotivationTotal	1.000	.767	.027	-.521	.726	.719	.847
ion TrainingTotal	.767	1.000	.274	-.331	.634	.738	.734
PaymentTotal	.027	.274	1.000	.234	.232	.290	.169
IncentiveTotal	-.521	-.331	.234	1.000	-.421	-.357	-.558
EnvironmentTotal	.726	.634	.232	-.421	1.000	.682	.795
PromotionTotal	.719	.738	.290	-.357	.682	1.000	.773
LeadershipTotal	.847	.734	.169	-.558	.795	.773	1.000
Sig. (1-tailed)							
MotivationTotal	.	.000	.410	.000	.000	.000	.000
TrainingTotal	.000	.	.009	.002	.000	.000	.000
PaymentTotal	.410	.009	.	.021	.022	.006	.073
IncentiveTotal	.000	.002	.021	.	.000	.001	.000
EnvironmentTotal	.000	.000	.022	.000	.	.000	.000
PromotionTotal	.000	.000	.006	.001	.000	.	.000

	LeadershipTotal	.000	.000	.073	.000	.000	.000	.
N	MotivationTotal	75	75	75	75	75	75	75
	TrainingTotal	75	75	75	75	75	75	75
	PaymentTotal	75	75	75	75	75	75	75
	IncentiveTotal	75	75	75	75	75	75	75
	EnvironmentTotal	75	75	75	75	75	75	75
	PromotionTotal	75	75	75	75	75	75	75
	LeadershipTotal	75	75	75	75	75	75	75

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.896 ^a	.802	.785	.352	1.828

a. Predictors: (Constant), LeadershipTotal, PaymentTotal, IncentiveTotal, TrainingTotal, EnvironmentTotal, PromotionTotal

b. Dependent Variable: MotivationTotal

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.299	6	5.716	46.039	.000 ^a
	Residual	8.443	68	.124		
	Total	42.742	74			

a. Predictors: (Constant), LeadershipTotal, PaymentTotal, IncentiveTotal, TrainingTotal, EnvironmentTotal, PromotionTotal

b. Dependent Variable: MotivationTotal

Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics
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		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.265	.394		.673	.503		
	TrainingTotal	.510	.131	.339	3.882	.000	.380	2.630
	PaymentTotal	-.243	.081	-.187	-3.010	.004	.755	1.325
	IncentiveTotal	-.030	.066	-.032	-.456	.650	.575	1.739
	EnvironmentTotal	.186	.126	.134	1.474	.145	.350	2.856
	PromotionTotal	.086	.113	.072	.757	.452	.323	3.096
	LeadershipTotal	.415	.110	.450	3.756	.000	.203	4.937

a. Dependent Variable: MotivationTotal

Regression Analysis the Effect of Intrinsic and Extrinsic Rewards on Employee Motivation

Correlations

		MotivationTotal	IntrinsicRewardsTotal	ExtrinsicRewardsTotal
Pearson Correlation	MotivationTotal	1.000	.840	.594
	IntrinsicRewardsTotal	.840	1.000	.719
	ExtrinsicRewardsTotal	.594	.719	1.000
Sig. (1-tailed)	MotivationTotal	.	.000	.000
	IntrinsicRewardsTotal	.000	.	.000
	ExtrinsicRewardsTotal	.000	.000	.
N	MotivationTotal	75	75	75
	IntrinsicRewardsTotal	75	75	75
	ExtrinsicRewardsTotal	75	75	75

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.840 ^a	.705	.697	.418	.705	86.182	2	72	.000	1.700

a. Predictors: (Constant), ExtrinsicRewardsTotal, IntrinsicRewardsTotal

b. Dependent Variable: MotivationTotal

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.148	2	15.074	86.182	.000 ^a
	Residual	12.594	72	.175		
	Total	42.742	74			

a. Predictors: (Constant), ExtrinsicRewardsTotal, IntrinsicRewardsTotal

b. Dependent Variable: MotivationTotal

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	-.133	.396	-.337	.737	-.923	.656		
	IntrinsicRewardsTotal	1.137	.123	.854	9.279	.893	1.381	.483	2.072
	ExtrinsicRewardsTotal	-.041	.184	-.020	-.221	-.408	.326	.483	2.072

a. Dependent Variable:

MotivationTotal

Regression Analysis the Effect of Motivation on Employee Performance

Correlations

		PerformanceTotal	MotivationTotal
Pearson Correlation	PerformanceTotal	1.000	.634
	MotivationTotal	.634	1.000
Sig. (1-tailed)	PerformanceTotal	.	.000
	MotivationTotal	.000	.
N	PerformanceTotal	75	75
	MotivationTotal	75	75

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.634 ^a	.402	.394	.541	1.737

a. Predictors: (Constant), MotivationTotal

b. Dependent Variable: PerformanceTotal

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.329	1	14.329	49.022	.000 ^a
	Residual	21.338	73	.292		
	Total	35.667	74			

a. Predictors: (Constant), MotivationTotal

b. Dependent Variable: PerformanceTotal

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.723	.301		5.729	.000		
	MotivationTotal	.579	.083	.634	7.002	.000	1.000	1.000

a. Dependent Variable: PerformanceTotal